DOCUMENT RESUME

ED 244 708 JC 840 316

AUTHOR Brown, Ralph W., Jr.; Peniche, Eduardo A.
TITLE Piedmont Export Expansion Program Monograph: A Final Report.
INSTITUTION Central Virginia Community Coll., Lynchburg.; Piedmont Foreign Trade Council, Lynchburg, VA.
SPONS AGENCY Virginia State Council of Higher Education, Richmond.
PUB DATE Jun 84
NOTE 22p.
PUB TYPE Reports - Descriptive (141)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Community Colleges; Cross Cultural Training; *Exports; *International Trade; Program Descriptions; Program Development; *School Business Relationship; Two Year Colleges

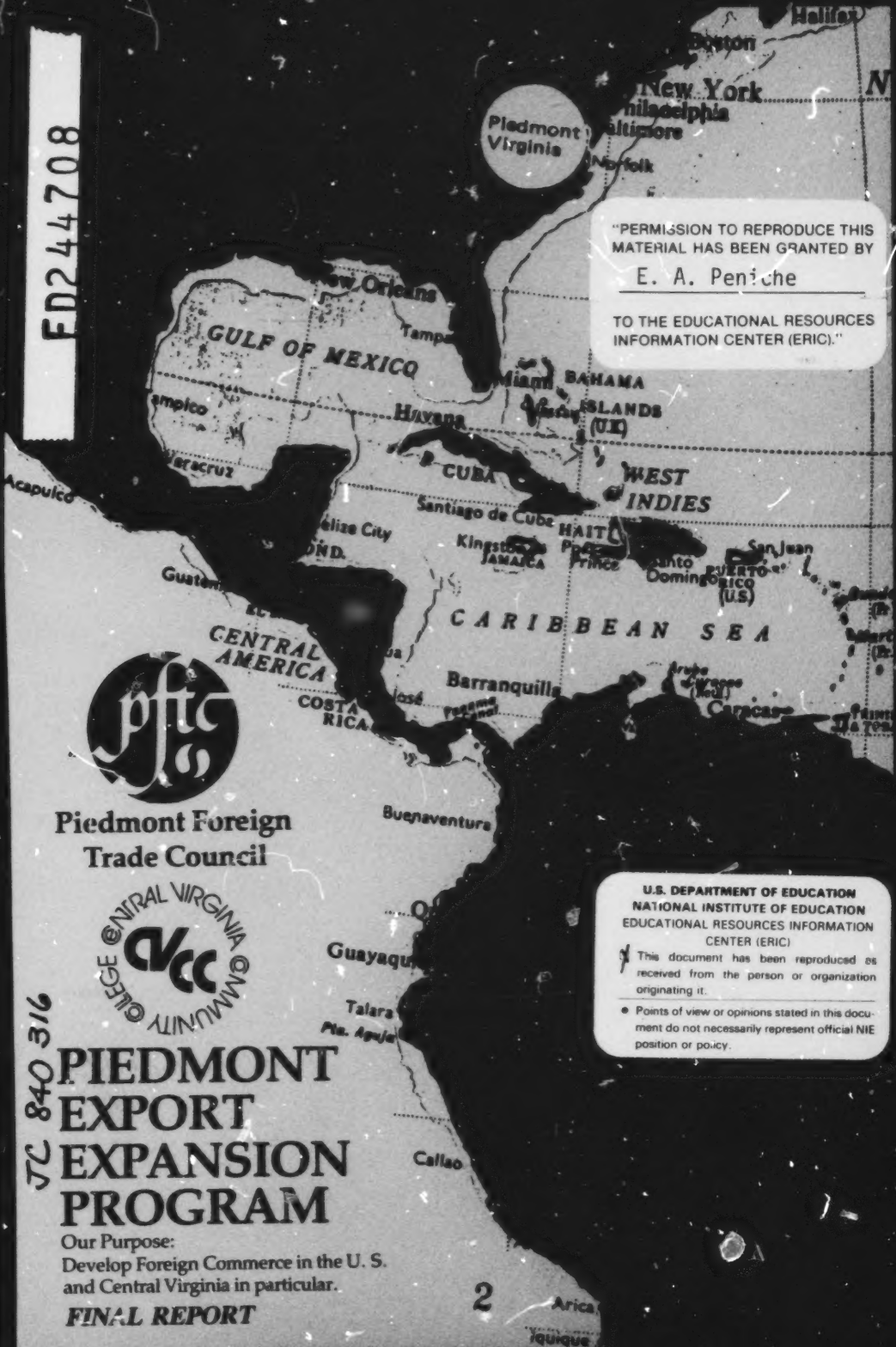
ABSTRACT

The Piedmont Export Expansion Program (PEEP) was developed to increase the number of businesses in central Virginia entering or expanding export trade; to increase the utilization of the services of Central Virginia Community College's (CVCC's) Cross-Cultural and Foreign Language Resource Center by area export businesses; to increase the number of members of the academic and business communities with new knowledge in international trade procedures; and to disseminate information on the project. To achieve these objectives, a year-long seminar program was developed focusing on finding export opportunities, developing sound export marketing plans, coping with cultural differences, and managing problems in export trade. Approximately 12 people, representing a diverse mix of businesses, participated in each session during which instruction was provided by CVCC staff and guest lecturers. The final seminar each quarter was attended by Latin American diplomats, who not only participated in the PEEP seminar but also met with local business representatives and CVCC students. The report includes: information on the purpose, planning, implementation, and evaluation of the project; recommendations for program improvement; a list of area companies involved in foreign trade; the PEEP schedule for 1983-84; lists of program partipicants and lecturers; a PEEP evaluation summary; and letters from the foreign diplomats. (Author/HB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED244708

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
E. A. Peniche
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."



Piedmont Foreign Trade Council

CENTRAL VIRGINIA COMMUNITY COLLEGE CVCC

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
This document has been reproduced as received from the person or organization originating it.
Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

JC 840 316

PIEDMONT EXPORT EXPANSION PROGRAM

Our Purpose:
Develop Foreign Commerce in the U. S. and Central Virginia in particular.

FINAL REPORT

PIEDMONT
EXPORT EXPANSION PROGRAM
MONOGRAPH

— A FINAL REPORT —

June, 1984

TABLE OF CONTENTS

	Page
Foreword/Acknowledgement	i
Project Officers	ii
Executive Summary	iii
Introduction	1
Purpose	1
Planning	1
Implementation	3
Evaluation	4
Summary	5
Recommendations	5

Appendices

A	— List of Area Companies Involved in Foreign Trade	6
B	— Fall, Winter, Spring Schedules	6
C	— List of Participants by Quarters	8
D	— List of Businesses Indicating New or Increased Export Activity	11
E	— Guest Lecturers	11
F	— Distribution List	12
G	— Summary of Evaluations	13
H	— Letter from the Honorable Pablo Roldan-Modrak, Minister-Counselor of the Colombian Embassy	14
I	— Letter from the Honorable Rodrigo A. Sotela, Minister-Counselor (Economic Affairs), Costa Rican Embassy	15

FOREWORD

The authors are indebted to the Commonwealth of Virginia's Council of Higher Education (SCHEV) for its financial support from the Funds for Excellence Program. The award to Central Virginia Community College on November 4, 1982 in the amount of $22,857 for the 1983-84 fiscal year made the successful planning and implementation of this program possible.

Thanks are also due to L. Keith Elrod, Hendrik Schmidt, and Kamal Abouzeid, for their assistance and cooperation in the preparation of this report.

Ralph W. Brown, Jr.
Eduardo A. Peniche

ACKNOWLEDGEMENT

The visits of the Diplomats at the final session of each of the three quarters were the highlights of these sessions. In view of their busy schedules in Washington, D.C., the fact that they took the time to come to Lynchburg, Virginia and participate by meeting with various segments of the community is sincerely appreciated.

The participating Diplomats, in order of appearance, are listed below.

The Honorable Moises Starkman Pinel
Economic Counselor
Embassy of Honduras

The Honorable Luis Alberto Noriega
Commercial Attache
Embassy of Guatemala

The Honorable Pablo Roldan
Counselor for Economic Affairs
Embassy of Colombia

The Honorable Alfredo Valencia
Minister-Counselor for Commercial Affairs
Embassy of Peru

The Honorable Rodrigo Sotela
Minister-Counselor for Economic Affairs
Embassy of Costa Rica

The Honorable Pedro E. Carrillo
First Secretary
Embassy of Venezuela

PROJECT OFFICERS

L. KEITH ELROD, Dean. International Marketing Consultant; immediate past manager, International Distribution Development, General Electric Company. Areas of expertise include: Marketing, Joint Ventures, Licensing and Distribution. Extensive worldwide travel.

EDUARDO A. PENICHE, Project Coordinator. Facilitator, Cultural Resource Center, Central Virginia Community College; Latin American Trade Consultant; Linguist. Extensive travel in Latin America, Europe and Asia. M.A., Murray State University, Kentucky.

HENDRIK SCHMIDT, Associate Dean (Corporate Sector). Vice-President, Central Fidelity Bank; Financing; Marketing; Research; Linguist. Extensive travel in Far East, Europe and South America.

KAMAL ABOUZEID, Associate Dean (Academic Affairs). Professor of Business Administration and Dean of the School of Business, Lynchburg College. Consultant, International Business and International Finance; Linguist. Extensive travel in the Middle East. Ph.D., University of Texas-Austin.

RALPH W. BROWN, JR., Research Associate. Statistician; Adjunct Faculty (Mathematics and Statistics) at Randolph-Macon Woman's College; Sweet Briar College and Central Virginia Community College. Area of expertise includes Statistical Analysis and Technical Report Writing. Extensive travel in Latin America. M.S., C.W. Post College, Long Island University.

EXECUTIVE SUMMARY

The concept of the Piedmont Export Expansion Program (PEEP) was first discussed by two officers of the Piedmont Foreign Trade Council of Lynchburg, Virginia, Mr. Gerald M. Wilson, President and Mr. Eduardo A. Peniche, former President and member of the Board of Directors. During the fall of 1982, Mr. Peniche collaborated with Mr. Ralph W. Brown, Jr., Coordinator of Research and Planning at Central Virginia Community College at the time, to develop a grant proposal that was subsequently funded for $22,857 by the Virginia State Council of Higher Education. This proposal was originally titled, "A Model for Utilizing Higher Education Institutions to Promote an Export Expansion Program for Central Virginia." Eventually, the project became known as the Piedmont Export Expansion Program (PEEP).

The basic set of objectives for this program was identified as shown below:

- To increase the number of local businesses entering or expanding export trade.
- To increase the utilization of the services of CVCC's Cross-Cultural and Foreign Language Resource Center by area export businesses.
- To increase the number of academicians and businessmen who have acquired new knowledge in international trade procedures.
- To publish and distribute a written report regionally, statewide, and nationally.

After a series of highly intensified planning sessions, the Staff, consisting of L. Keith Elrod, Dean; E. A. Peniche, Project Coordinator; H. Schmidt, Associate Dean (Corporate Sector); K. Abouzeid, Associate Dean (Academic Affairs); and R. W. Brown, Jr., Research Associate, developed a year-long program which was started on September 27, 1983. The three-quarter program was held at Lynchburg College with weekly seminars through June 15, 1984. The program features were as follows:

- How to Find Export Opportunities
- Developing Sound Export Marketing Plans
- Coping with Cultural Differences
- Financial Services for Exporters
- Management Problems in Export Trade
- Services Available from the Piedmont Foreign Trade Council

Approximately twelve people, representing a diverse mix of businesses, participated in each session. The primary instructional activities were handled by the Staff with guest lecturers appearing for special topics. Foreign Diplomats from Latin American countries attended the final seminar at the end of each quarter. The details of the program, the participants, guest lecturers, and a list of the Diplomats are contained in the full report.

Central Virginia Community College, Lynchburg College, and Randolph-Macon Woman's College cooperatively worked with business leaders involved in the marketing and financial aspects of foreign trade in the Central Virginia region to make the program successful. Some of the details of this cooperative effort are described in this report. The highlight of each quarter proved to be the visit to the City of Lynchburg, Virginia by the Diplomats. These distinguished visitors presented their views to the program participants, attended the Piedmont Foreign Trade Council's meetings for questions and answers, visited and spoke to college students interested in international studies, toured local businesses and discussed potential export opportunities, and met with groups of Chief Executive Officers from both the business and academic communities.

One major recommendation for future programs of this type is to offer undergraduate and/or graduate credit for these courses. It is anticipated that this change would enhance the program and attract additional participants. A complete list of recommendations can be found in the report. Overall, it is the opinion of the participants, staff, visitors, and others that the program was very successful and should be considered for replication by other interested groups.

Introduction

Prior to early Fall 1982, Mr. Gerald M. Wilson, President, and Mr. Eduardo A. Peniche, Ex-Officio Member of the Board of Directors of the Piedmont Foreign Trade Council (PFTC) were planning to have the PFTC act as a catalyst in promoting increased knowledge and activity in export trade. During 1981, Mr. Peniche and others had an opportunity to informally discuss the concept of the Commonwealth of Virginia establishing an International Trade Institute with Lieutenant Governor Charles Robb (now Governor). As a result of various discussions on the subject, a decision was made to promote a regional effort for the Central Virginia area. Subsequently, Mr. Peniche drafted and circulated among the PFTC members a project proposal entitled "An Export Expansion Program for Central Virginia." This proposal was an outcome of previous work on which he and Mr. Wilson had collaborated. On the basis of input from the membership, the concept was discussed with Mr. Ralph W. Brown, Jr., then coordinator of Research and Planning at Central Virginia Community College (CVCC), where Mr. Peniche is an Assistant Professor of Foreign Languages. Since Peniche and Brown had previous successful cooperative experience in the development of projects that had been selected for funding, they decided to actively seek funding for this program.

During the Fall of 1982, a potential source of funding was identified. The Virginia State Council of Higher Education (SCHEV) had established a "Funds for Excellence Progam" for institutions of higher education. It was determined that one of the three criteria listed by the State Council of Higher Education was directly related to the major purpose of the proposed program. This criterion was ". . . to benefit industry or to promote economic development. . . ." Consequently, a proposal was submitted entitled "A Model for Utilizing Higher Education Institutions to Promote an Export Expansion Program for Central Virginia." This proposal was funded in the amount of $22,857 for the 1983-84 year.

Purpose

Originally, it was planned that this project would accomplish the following activities:

- Increase the number of additional businesses entering or expanding their international trade activities and utilization of CVCC's Cross-Cultural and Foreign Language Resource Center.
- Increase the number of academicians and businessmen acquiring new knowledge in international trade procedures.
- Increase the cooperation between higher education and business.
- Be supportive of the Governor's initiative to expand the Commonwealth's overseas trade.
- Promote the utilization of Virginia's ports.
- Share information with the Commonwealth's Trade Offices overseas.
- Publish and distribute a written report (PEEP MONOGRAPH) regionally, statewide, and nationally.

This project was developed to serve the Central Virginia region comprised of the Cities of Lynchburg, Altavista, and Bedford, and the Counties of Amherst, Appomattox, Bedford, and Campbell. The combined population of this region is approximately 180,000. Although situated several hundred miles inland from any seaport, the area is highly involved in trade in the various world regions. Appendix A lists some of the companies of the area and the foreign regions with which they trade.

Planning the Project

Once notification was received on October 25, 1982 that SCHEV planned to fund the proposal, a group of interested academicians and businessmen were informally gathered together to decide upon the style and format of the program. The first formal meeting was held on February 2, 1983 at the Lukens Corporation office facility and was chaired by Mr. Gerald M. Wilson.

President of the PFTC. Subsequent meetings were held at CVCC and Lynchburg College. The participants in these planning sessions were:

L. Keith Elrod
Eduardo A. Peniche
Hendrik Schmidt
Kamal Abouzeid
Ralph W. Brown, Jr.

As a result of these planning sessions, a viable program was developed for implementation starting on September 27, 1983. The project became identified as the Peidmont Export Expansion Program (PEEP).

During the evolution of the "Staff" it soon became apparent that each member had a special attribute to contribute to the program. Keith Elrod had extensive business experience in his position in International Marketing for General Electric, while Henk Schmidt contributed his vast knowledge of international financing from his position as Vice President with Central Fidelity Bank. Professor Kamal Abouzeid, Dean of the School of Business at Lynchburg College, contributed his extraordinary understanding of the complex conceptual aspects of international business. Eduardo Peniche as the chief "mover and shaker" was the obvious choice as the Project Coordinator. In this role, he demonstrated his usual resourcefulness in being able to assimilate all the aspects of the project. Ralph Brown, Jr., contributed his services as a planner to the project during the crucial intial stage. As the Staff evolved in this interactive process, it was clear that Elrod, Schmidt, and Abouzeid complemented each other in their collective experiences and abilities, while Peniche and Brown served as a supportive team to the others. Mr. Brown's major responsibilities included serving as an advisor and back-up to Mr. Peniche and as the author of the PEEP Monograph.

The program features were established as follows:

- How to Find Export Opportunities
- Developing Sound Export Marketing Plans
- Coping with Cultural Differences
- Financial Services for Exporters
- Management Problems in Export Trade
- Services Available from the Piedmont Foreign Trade Council

A major concept that was identified as the thrust of this project was that of integrating the six aspects into a program that would provide a complete understanding of export trade. Included in this approach was the primary idea that, in order to meld academic and business experiences, it was necessary to insure that "nuts and bolts" topics would be emphasized over theoretical or cultural aspects.

Having decided that an integrated approach was the way to go, the question as to the number of participants to be served arose. It was felt that the type of subjects to be dealt with would best be presented by using seminars for instructional purposes. Since the average size of the groups was 12 participants, the seminar has proved to be the appropriate method.

From the various staff meetings, the academic year schedule was drafted. The schedule evolved from a series of 50 to 35 topics that the Staff identified during their brainstorming sessions. It was decided that the schedule calendar should follow CVCC's quarter schedule. Consequently, a schedule was developed that included Fall, Winter, and Spring Quarters.

Because of work schedules and individual ability, Keith Elrod was selected to head up the project as the Dean of the program. Ed Peniche was the Project Coordinator with overall administrative responsibility for the project. Except for the Research Associate, the primary instructors were the staff members. In addition, a faculty member from Randolph-Macon Woman's College and businessmen from the PFTC served as guest lecturers for special topics.

Since it was anticipated that there would be some turnover in the number of class participants from quarter to quarter, it was decided that each group would be given the opportunity to evaluate the program at the end of each quarter. The students rated the program with an overall score of

approximately 4.30 on a scale of 1 to 5 (86%). Also, many extremely positive comments were written about the program. Participants were awarded CEU's each quarter and an Award of Completion. Those who completed the entire 30-week program were awarded a special Certificate of Completion.

As has been previously noted, the number of participants was determined by both the method of instruction as well as the number of businesses that realized the significance of the program. The question was raised during planning as to who from the various businesses would be invited to attend. Should it be the chief executive officers of the companies or the managers and shipping clerks? It was decided to let the selection of the various representatives be determined by the companies themselves. In addition, it was decided to invite college students from the local colleges to attend on a free basis if recommended by their Dean and/or college advisor. Unfortunately, perhaps because college credits were not awarded for the program, no college students participated other than to attend special sessions or seminars with the Diplomats. In the process of determining which businesses would be encouraged to participate, the objective to increase the number of businesses involved in foreign trade was kept in mind. An additional concern with the selection of the participants was that of trying to determine which ones might be expected to participate throughout the entire 30-week program.

Since the concept of an integrated approach had been agreed upon, it was decided to physically locate the various functions of the project at several different locations. As the applicant agency, CVCC was designated as the location for the administrative organization. During the beginning stages of the planning, an office facility of the Lukens Corporation was used. This office facility was maintained throughout the entire project serving as the "downtown" location as necessary. Lynchburg College, a private four-year liberal arts college, was selected as the setting for the classroom activities for the project. In addition, classes in Spanish in support of the project were taught at CVCC.

Implementation of the Project

After final approval of the draft copies of the Fall, Winter, and Spring schedules, a mail-out brochure was developed, printed, and distributed by the Project Coordinator (Appendix B). As can be seen, the thrust of the program was in the areas of international marketing and financing. Also included were sessions on the geographical and historical aspects as well as cultural differences and cultural change of the Latin American countries. While the original intent was to have a maximum of 30 participants in the program, it soon became apparent that this number had been overly optimistic. As it developed, the average number of participants each quarter was 12 (Appendix C). This total does not include the various visitors from the business community or from the colleges who attended selected presentations during each quarter. For the reader considering replicating this type of project, it could be that the year-long length of the project was excessive and may have discouraged some prospective participants. The project was given wide publicity in the local newspaper and over 300 brochures were mailed out each quarter to the chief executive officers and/or personnel officers of the area's businesses and industries.

An example of the various activities covered during this program is the portion of the Winter session which was devoted to "practical considerations for exporters," such as: packing, forms, controls, forwarding, shipping, insurance, etc. This type of practical experience provided expert information to the participants and is an example of the type of emphasis that was given to the program throughout the academic year.

One of the highlights of the classroom presentations was the last seminar held on June 5, 1984. This seminar was entirely devoted to discussing a case study related to

international marketing. At an earlier session, the class participants and Staff had received copies of a "Case Study - Case VI-4," *W. H. Schwartz and Sons, Ltd.* from the textbook *International Marketing*, Fifth Edition by P. R. Cateora with the prior permission of Richard D. Irwin, Inc., Publishers.

A very informative and interactive dialogue took place between the participants and the Staff. This dialogue provided an opportunity for the participants to apply aspects of theoretical and experiential concepts relating to international marketing to a realistic situation.

One of the major activities each quarter was the final session that involved having Diplomats from the Latin American countries in attendance. In addition to participating in the seminars, the Diplomats, economic or trade counselors at their embassies, also visited various local area firms and afforded area businessmen the opportunities for "one-on-one" meetings to discuss matters of mutual interest. For example, Lukens Corporation was able to solve a longstanding problem that it had in Guatemala related to foreign exchange. HARCO managed to discuss matters related to bidding in Honduras. Simplimatic Engineering Company and Limitorque Corporation discussed marketing opportunities of their products in Colombia and Venezuela, respectively. And Griffin Pipe was able to obtain information to locate a distributor in Peru.

Evaluation of the Project

The original objectives of the project were listed in the Purpose section. The level of accomplishment of these objectives is briefly reviewed here.

A number of local businesses indicated that based on their new understanding of export trade that they intended to "test the waters" and explore the possibility of becoming involved in this endeavor. Other individuals indicated that they intended to increase their export activity as a result of their involvement in the program (Appendix D).

The cooperative arrangement between academicians and businessmen, while certainly not unique, was very successful. A substantial part of the instruction was provided by individuals from the business sector who had "hands-on" experience and could relate their experiential knowledge to the participants. A list of these guest lecturers is shown in Appendix E. On the other hand, the academicians provided the appropriate logistical support and classroom setting as well as conducting seminars covering the theoretical aspects of export trade and seminars on the cultural aspects of the Latin American countries. This cooperative effort was enhanced by the characteristics of the various staff members since they all possessed a high level of pragmatic understanding of foreign trade and business. Academically speaking, it was gratifying to have business leaders and faculty members from Lynchburg College, Randolph-Macon Woman's College, and Central Virginia Community College giving team lectures in an atmosphere of professional cooperation amidst an informal college consortium.

While it appears that the objective to promote the utilization of Virginia's ports may have been overly ambitious, it seems safe to say that the potential export activity that may result from this program will have the effect of promoting the use of Virginia's ports. This topic was discussed as part of the program during the Winter Quarter.

In addition to these accomplishments, the publishing and distributing of this report is considered to be the major focus of the entire project. Distribution of this report is expected to provide individuals and organizations interested in export trade in their region with a guide as to how it was done in the Central Virginia region (Appendix F). Obviously this report will leave some questions unanswered, but it will provide a starting point for many individuals and organizations. Written materials will be shared by Central Virginia Community College with interested persons and advice will be available from the Project Coordinator and other Staff members.

One of the major sources of evalu-

ation was obtained by requesting the participants to rate the program at the end of each quarter. A summary of these evaluations is attached (Appendix G). The overall ratings are excellent, and the written comments positive and supportive of the program.

Summary of the Project

This project, as intended, has served as a catalyst to motivate individuals and firms to become involved in export trade or to expand their current export operations. This has been accomplished as previously noted. In addition, various spin-offs from this project have been realized. For example, Mr. Gerald M. Wilson, president of Lukens Corporation, was able to solve his company's problems with the release of divisas in Guatemala and was able to initiate negotiations for a joint venture in that country for 1985. As the project progressed throughout the year, and publicity regarding the three-day visits each quarter by the Diplomats increased, it became evident that a very powerful drawing card had been developed. As part of their visits to the City of Lynchburg, the Diplomats were greeted by city officials and presented with engraved Jefferson cups. During their stay, they visited a number of businesses and industries as guests of their chief executive officers. A banquet and reception was also given each quarter for the Diplomats under the auspices of the PFTC. Seminars were held at Randolph-Macon Woman's College and Central Virginia Community College as additional activities to the original plans for the Diplomats. These added features included a Latin American Studies Seminar and luncheon at Randolph-Macon Woman's College hosted by the college's President, Dr. Robert A. Spivey, and a Chief Executive Officer's Breakfast/Seminar hosted by Central Virginia Community College's President, Dr. Johnnie E. Merritt.

Recommendations

- In order to make this type of program more attractive to participants, college credits should be awarded. The length of the entire program should be shortened from 30 sessions to 20 and the entire program completed in the equivalent to one semester's work.
- The use of Diplomats as guest presenters from their Embassies located in Washington, D.C. is very effective and meaningful to this type of program and should be a major focus.
- Use actual case studies from the local area if available, and provide the participants with an ample supply of written hand-outs representative of the type of forms and materials actually used in export trade.
- Develop a rapport with the U.S. Department of Commerce, State Department of Commerce, Governor's Office and others.
- Identify a source of funding that will provide approximately $20,000 each year for a three-year project.

Appendix A

AREA COMPANIES INVOLVED IN FOREIGN TRADE

Company	Area
Babcock & Wilcox Company	Europe, Far East, Latin America
C. B. Fleet Company, Inc.	Europe, Far East, Latin America
Central Fidelity Bank	Worldwide Services
Dacam Corporation	Europe, Latin America
Dominion Bankshares Corporation	Worldwide Services
General Electric Company	Worldwide
Griffin Pipe Products Company	Latin America, Middle East
Harrington Corporation	Canada, Latin America
Intertec Corporation	Europe
The Lane Company, Inc.	Europe, Middle East
Limitorque Corporation	Europe, Far East, Latin America
Lukens Corporation	Worldwide
Rope Marketing International, Inc.	Europe
Rubatex Corporation	Europe, Far East, Latin America, Middle East, Australia, New Zealand
Simplimatic Engineering Company	Asia, Europe, Latin America
Stalling, Inc.	Europe, Far East
Taylor-Ramsey Corporation	Europe
United Virginia Bank	Worldwide Services
Sovran Bank	Worldwide Services
Wayn-Tex, Inc.	Australia, New Zealand, South America

Appendix B

PEEP SCHEDULE FOR 1983-1984

	DATE & TIME		SESSION	TOPIC	INSTRUCTORS
	9/27	7-9 p.m.	1	**ORIENTATION TO THE PROGRAM**	Elrod & Staff
	10/4	7-9 p.m.	2	**STRATEGIC PLANNING FOR INTERNAT. BUS.** —Need for Strategic Planning —Steps Involved in the Planning Process	Elrod & Abouzeid
	10/11	7-9 p.m.	3	**INTERNATIONAL MARKETING** —Market Identification	Elrod
	10/18	7-9 p.m.	4	—Market Research	Elrod & Lecturer
F	10/25	7-9 p.m.	5	**CARIBBEAN BASIN NATIONS** —Geographic Setting Summary —History; U.S. Relations; etc.	Peniche & Duff
A					
L	11/1	7-9 p.m.	6	**CULTURAL DIFFERENCES AND CULTURAL CHANGE** —The Meaning of Culture —Components of Culture —Adjusting to Cultural Differences, etc.	Abouzeid, Schmidt & Peniche
L	11/15	7-9 p.m.	7	**INTERNATIONAL MARKETING** —Pricing	Elrod
	11/29	7-9 p.m.	8	**INTERNATIONAL MARKETING (CONT.)** —Distribution	Elrod
	12/8-9	TBA	9-10	**CARIBBEAN BASIN DIPLOMATS**	Elrod & Staff

Appendix B continued

	1/17	7-9 p.m.	11	**DISTRIBUTION**	K. Elrod
	1/24	7-9 p.m.	12	**INTERNATIONAL MARKETING** —Promoting Your Product Abroad	K. Elrod
	1/31	7-9 p.m.	13	**INTERNATIONAL MARKETING** —Licensing—An Alternate Strategy	K. Elrod
W	2/7	7-9 p.m.	14	**FORWARDING THE GOODS AND INSURANCE**	H. Schmidt & Lecturer
I	2/14	7-9 p.m.	15	**EXPORT DOCUMENTATION**	H. Schmidt & Lecturer
N	2/21	7-9 p.m.	16	**LEGAL ASPECTS OF EXPORTING** —Export Control	H. Schmidt & Lecturer
T	2/28	7-9 p.m.	17	**RISKS OF EXPORTING** —Types	H. Schmidt & Lecturer
E	3/13	7-9 p.m.	18	**SOUTH AMERICAN NATIONS: COLOMBIA, PERU, VENEZUELA** —Geographic Setting Summary —Economic Summary —U.S. Relations Summary	E. Peniche & E. Duff
R	3/20	7-9 p.m.	19	**METHODS OF PAYMENT**	H. Schmidt
	3/27	7-9 p.m.	20	**EXPORT FINANCING**	H. Schmidt
	4/3-4		21-22	**SOUTH AMERICAN DIPLOMATS**	
	4/24	7-9 p.m.	23	**THE BALANCE OF INTERNATIONAL PAYMENTS** —Definition of the Balance of Payments —Importance of the Balance of Payments Statistics —The Current Account Balance —Other Balances —Interpreting the International Financial Statistics	Abouzeid
	5/1	7-9 p.m.	24	**TRADE BARRIERS AND NATIONAL CONTROLS OVER INTERNATIONAL TRANSFERS** —Tariff Barriers —Non-Tariff Barriers —National Controls Over Transfer of Money, Capital, Personnel	Abouzeid
S	5/8	7-9 p.m.	25	**FOREIGN EXCHANGE RISKS** —Foreign Exchange and International Money Markets —Factors Affecting Exchange Rate Fluctuations —Foreign Exchange Exposure —Forecasting Foreign Exchange Rates —Hedging Strategies	Abouzeid
P	5/22	7-9 p.m.	26	**LATIN AMERICAN NATIONS: COSTA RICA, ECUADOR, MEXICO** —Geographic Setting Summary —History Summary —Economic Summary —U.S. Relations Summary	Duff and Peniche
R	5/29-30	TBA	27-28	**LATIN AMERICAN DIPLOMATS WORK SHOP/SEMINAR**	
I	6/5	TBA	29	**WRAP-UP SESSION**	Elrod and Staff
N	6/15	TBA	30	**SOCIAL EVENT**	Elrod and Staff
G					

Appendix C-1

Fall Quarter

COURSE NO. & TITLE CSP4-200 — Piedmont Export Expansion Program
LOCATION: Hopwood Hall 14, Lynchburg College

	NAME	ADDRESS
1.	**Boyd, Donald M.** VP, Lukens International	P. O. Box 1040 Lynchburg, VA 24505
2.	**Campbell, Michael K.** Export Manager C. B. Fleet Co., Inc.	P. O. Box 11349 Lynchburg, VA 24506
3.	**Cobb, V. Lee** Dir., Economic Dev. City of Lynchburg	P. O. Box 60 Lynchburg, VA 24505
4.	**Cordle, Claude W.** Shipping Clerk Simplimatic Engr. Co.	Wards Ferry Road Lynchburg, VA 24502
5.	**Guise, Owen** Product Mgr. Industr. H. K. Porter Co.	P. O. Box 10429 Lynchburg, VA 24506
6.	**Guliani, Surinder S.** Plant Manager H. K. Porter Co.	P. O. Box 10429 Lynchburg, VA 24506
7.	**Jacobsen, John A.** Indiv. Investor	3824 Peakland Place Lynchburg VA 24503
8.	**Moore, Vickie E.** Partner, Oakville Farm Supply Co.	Route 2, Box 120 Gladstone, VA 24553
9.	**Overstreet, Annette S.** Interna. Sales Coord. Lane Company, Inc.	P. O. Box 151 Altavista, VA 24517
10.	**Rahangdale, Ravindra N.** Product Mgr. Transformrs. H. K. Porter Company	P. O. Box 10429 Lynchburg, VA 24506
11.	**Waddington, William N.** President, The Waddington Company	P. O. Box 3336 Rivermont Station Lynchburg, VA 24503
12.	**Wilson, Gerald M.** President Lukens International	P. O. Box 1040 Lynchburg, VA 24505

Appendix C-2

Winter Quarter

COURSE NO. & TITLE CSP1-200 — Piedmont Export Expansion Program
LOCATION: Hopwood Hall 14, Lynchburg College

	NAME	ADDRESS
1.	**Boyd, Donald M.** VP, Lukens International	P. O. Box 1040 Lynchburg, VA 24505
2.	**Burks, Vincent P.** Sales Rep. and Acct. Exec. The Lane Company, Inc.	East Franklin Street Altavista, VA 24517
3.	**Cordle, Claude W.** Shipping Clerk Simplimatic Engr. Co.	Wards Ferry Road Lynchburg, VA 24502
4.	**Guise, Owen** Product Mgr. Industr. H. K. Porter Co.	P. O. Box 10429 Lynchburg, VA 24506
5.	**Hansen, Bruce G.** Economist — Research Forestry Sciences Lab	U.S.D.A. Forest Service P. O. Box 152 Princeton, WV 24740
6.	**Huckabee, Heather** Intl. Mktg. Specialist Babcock & Wilcox, UPGD	P. O. Box 1260 Lynchburg, VA 24502
7.	**Jacobsen, John A.** Individual Investor	3824 Peakland Place Lynchburg, VA 24503
8.	**Moore, Vicki E.** Partner, Oakville Farm Supply Co.	Route 2, Box 120 Gladstone, VA 24553
9.	**Overstreet, Annette S.** Interna. Sales Coord. Lane Company, Inc.	P. O. Box 151 Altavista, VA 24517
10.	**Rahangdale, Ravindra N.** Product Mgr. Transformrs. H. K. Porter Company	P. O. Box 10429 Lynchburg, VA 24506
11.	**Wilson, Gerald M.** President Lukens International	P. O. Box 1040 Lynchburg, VA 24505

Appendix C-2

Spring Quarter

COURSE NO. & TITLE CSP2-300 — Piedmont Export Expansion Program
LOCATION: Hopwood Hall 14, Lynchburg College

	NAME	ADDRESS
1.	**Boyd, Donald M.** VP, Lukens International	P. O. Box 1040 Lynchburg, VA 24505
2.	**Campbell, Michael K.** Export Manager C. B. Fleet Co., Inc.	4615 Murray Place Lynchburg, VA 24506
3.	**Collins, R. Dale** Corporate Finance Officer Dominion Bankshares Corp.	P. O. Box 13327 Roanoke, VA 24040
4.	**Cordle, Claude W.** Shipping Clerk Simplimatic Engr. Co.	Wards Ferry Road Lynchburg, VA 24502
5.	**Guise, Owen** Product Mgr. Industr. H. K. Porter Co.	P. O. Box 10429 Lynchburg, VA 24506
6.	**Hansen, Bruce G.** Economist — Research Forestry Sciences Lab	U.S.D.A. Forest Service P. O. Box 152 Princeton, WV 24740
7.	**Jacobsen, John A.** Individual Investor	3824 Peakland Place Lynchburg, VA 24503
8.	**Moore, Vickie E.** Partner, Oakville Farm Supply Co.	Route 2, Box 120 Gladstone, VA 24553
9.	**Overstreet, Annette S.** Interna. Sales Coord. Lane Company, Inc.	P. O. Box 151 Altavista, VA 24517
10.	**Rahangdale, Ravindra N.** Product Mgr. Transformrs. H. K. Porter Company	P. O. Box 10429 Lynchburg, VA 24506
11.	**Wilson, Gerald M.** President Lukens International	P. O. Box 1040 Lynchburg, VA 24505

Appendix D

LIST OF BUSINESSES AND INDIVIDUALS INDICATING NEW OR POTENTIAL INCREASED EXPORT ACTIVITY

C. B. Fleet Company, Inc.
Forestry Sciences Laboratory
Harrington Corporation
H. K. Porter Company
The Lane Company, Inc.
Lukens Corporation
Simplimatic Engineering Company

Ms. Vicki E. Moore
Oakville Farm Supply Company
Mr. John A. Jacobsen
Investor

Appendix E

GUEST LECTURERS

Participating guest lecturers are listed in order of their appearance at the various sessions throughout the academic year:

MR. MIKE CAMPBELL, Export Manager; C. B. Fleet Company, Inc.

MR. TALBOT H. SELBY, Trade Specialist, ITA: U.S. Department of Commerce (Richmond Office)

MR. GERALD M. WILSON, President; Lukens Corporation

DR. ERNEST DUFF, Professor of Latin American Studies; Randolph-Macon Woman's College

MR. TOM R. WELCH, Manager, Far East Programs, International Marketing; Babcock & Wilcox Company

MR. C. HOWARD AUSTIN, Assistant Export Manager; Griffin Pipe Products Company

MR. CHARLES I. WOOD, Manager, International/GSA Sales; General Electric Company

Special guest lecturer:

MR. JOHN H. CHRISTMAN, (International Trade Consultant); Director, International Business Development, Industrial Parks of Chihuahua, Mexico; El Paso, Texas Office

Appendix F

DISTRIBUTION LIST

Office/Individual	Number of Copies
President of the U.S.	1
Governor of the Commonwealth of Virginia	1
U.S. Senators, Virginia (2)	2 each
U.S. Representatives, Virginia (2)	2 each
U.S. Ambassador of Trade	5
U.S. Department of Commerce (Washington)	5
U.S. Department of Commerce (Richmond)	5
Embassy of Colombia	3
Embassy of Costa Rica	3
Embassy of Guatemala	3
Embassy of Honduras	3
Embassy of Peru	3
Embassy of Venezuela	3
Virginia Department of Commerce and Industrial Dvlp.	5
Virginia Senators (3)	2 each
Virginia Delegates (5)	2 each
Lynchburg City Mayor	1
Office of Economic Development, Lynchburg (2)	1 each
State Council of Higher Education in Virginia (2)	1 each
Virginia Community College System State Board (15)	1 each
Virginia Community College System Chancellor	1
Virginia Community College System Deputy Chancellor	1
Central Virginia Community College Board (10)	1 each
Central Virginia Community College, President and Library (2)	2 each
Liberty Baptist College, President and Library (2)	2 each
Lynchburg College, President and Library (2)	2 each
Randolph-Macon Woman's College, President and Library (2)	2 each
Sweet Briar College, President and Library (2)	2 each
Virginia Seminary and College, President and Library (2)	2 each
Lynchburg City Public Library (Main Branch)	2
Virginia Port Authority	5
Local Chambers of Commerce (Amherst, Altavista, Appomattox, Bedford, Lynchburg) (5)	1 each
Export-Import Associations in Virginia, Presidents (3)	1 each
Piedmont Foreign Trade Council Officers and Directors (8)	2 each
Piedmont Export Expansion Project Staff (5)	5 each
Piedmont Foreign Trade Council (Selected Member Companies)	1 each
Piedmont Export Expansion Program Participants (15)	1 each
Chief Executive Officers, Lynchburg Companies (16)	1 each
Governors of Other States (49)	1 each
	Total 280

Appendix G

Summary
Participant Evaluation Form

PEEP

A. Please check the appropriate quarters in which you participated:

Fall 1983	70%
Winter 1984	80%
Spring 1984	90%

B. We have identified six comprehensive program features that were covered in detail throughout the past year. Please indicate your rating of the overall presentation of these features by circling the appropriate rating (A is the highest and E is the lowest).

Features	High				Low
1. How to Find Export Opportunities	A	(B)	C	D	E
2. Developing Sound Export Marketing Plans	(A)	B	C	D	E
3. Financial Services for Exporters	A	(B)	C	D	E
4. Latin American Case Studies and Coping with Cultural Differences	A	(B)	C	D	E
5. Management Problems in Export Trade	A	(B)	C	D	E
6. Workshops with Latin American Diplomats	(A)	B	C	D	E

C. Please give us your comments as to how this type program could be improved (use reverse side of this form if needed).

1. The overall program organization was excellent from a standpoint of staff, presentation of topics and depth of material covered. 2. PEEP is an excellent program that is accomplishing its purpose. 3. Hand-outs especially helpful. 4. Seminars with the Latin American Diplomats were very instructional.

Would you be interested in attending another program of this type on a more advanced level?

Yes	90%
No	10%

Appendix H

EMBAJADA DE COLOMBIA
Washington, D.C.

No. 0566 16 de abril de 1984

Mr. Eduardo Peniche
Profesor Asistente de Idiomas y
Cultura Hispanoamericana/Coordinador
del Proyecto PEEP
Estimado señor Peniche:

Quiero ante todo felicitarle por su gestion en la coordinación del proyecto PEEP, el cual, a través de sus importantes y efectivos oficios se está constituyendo en un proyecto que redundará en invaluables bene ficios para la región de Piedmont en un futuro cercano. Es precisamente a través de es e tipo de iniciativas y esfuerzos que se logran verdaderos acercamientos comerciales entre los paises.

Quiero también agradecerle su amable invitación la cual, fuera de darme la oportunidad de hablar sobre mi país y sus perspectivas como socio comercial, me dio la oportunidad y el honor de convertirme en parte del proyecto PEEP. Nuestra permanencia en Lynchburg fue realmente placentera y en ningún momento pudimos estar mejor atendidos. Fue de verdad un placer conocer gente de esa región y confirmar una vez más que la gente del interior de los Estados Unidos es especial. Le deseo continúe teniendo el mismo éxito en futuras actividades y sobra decirle que para cualquier otro asunto en que mi colabroación pueda serle de utilidad, estroy a sus gratas órdenes.

Finalmente, quiero solicitarle que extienda este saludo cordial y estas palabras de agradecimiento a los señores L. Keith Elrod, Hendrick Schmidt, Kamal Abouzeid, Ralph W. Brown, Ernest Duff, Robert A. Spivey y especialmente al doctor Johnnie E. Merrit, quienes de una u otra forma hicieron nuestra permanencia en esa ciudad fructífera, placentera y exitosa.

Espero tener la oportunidad de verlo próximamente, ya sabe que aquí en la Embajada de Colombia tiene un amigo y servidor. Quedo a la espera de los informes que prometió enviarnos.

De usted, atentamente,

Pablo Roldán-Modrák
Ministro Consejero

EMBASSY OF COLOMBIA
Washington, D.C.

No. 0566 April 16, 1984

Mr. Eduardo A. Peniche
Assistant Professor of Foreign Languages
and Hispanic Culture
Coordinator, Project PEEP
Dear Mr. Peniche:

Before anything else, I wish to congratulate you for your efforts in the coordination of the PEEP Project, which through its important and effective implementation is becoming a project which will bring invaluable benefits to the Piedmont region in the near future. It is precisely through this type of initiative and efforts that successful trade transactions are achieved among nations.

I also wish to thank you for your kind invitation which, in addition to affording me the opportunity to speak about my country and its perspectives as a trade partner, it also gave me the opportunity and honor of becoming part of the Project PEEP. Our visit in Lynchburg was truly very pleasant, and we could not have received a warmer hospitality. It was a real pleasure to meet people from your region and confirm once again that the people from the interior of the United States are special. I wish you continued success in future activities, and it goes without saying that for any other matter in which my collaboration could be useful, please be assured that I am at your disposal.

Finally, I wish to request from you that you extend my cordial greetings and words of gratitude to Mr. L. Keith Elrod, Mr. Hendrick Schmidt, Dr. Kamal Abouzeid, Mr. Ralph W. Brown, Dr. Ernest Duff, Dr. Robert A. Spivey, and especially to Dr. Johnnie E. Merritt, all of whom in one form or another contributed to make our stay in your city productive, pleasant and successful.

I hope to have the opportunity to see you again; I want you to know that here in the Colombian Embassy you have a friend and servant. Please send me the information (about Lynchburg) that you promised.

Most sincerely,

Pablo Roldan-Modrak
Minister Counselor

21

Appendix I

EMBAJADA DE COSTA RICA
WASHINGTON, D. C. 20008

No. 0E604.3/84

June 4, 1984

Mr. Eduardo Peniche
Project Coordinator
Piedmont Export Expansion Program
Cultural Resource Center
Central Virginia Community College
Lynchburg, VA.

Dear Eduardo:

I want to thank you very much for your sincere hospitality and everything you did to make me feel at home in Lynchburg.

I really enjoyed meeting you and Mr. Elrod and all the distinguished colleagues of yours at CVCC and at the PEEP Project evening. I must wholeheartedly congratulate you for this program which eventually enhances trade, investments and warm and cordial relations between our countries and our peoples. I sincerely wish and pray that your program continues along and be a permanent project as it stands to benefit everyone. My special regard to your gracious wife for the marvelous things she prepared for us at your home reception.

Thank you again for inviting me to Lynchburg, it was a wonderful and positive experience.

Truly yours,

Rodrigo A. Sotela
Minister Counselor
Economic Affairs

CLEARINGHOUSE FOR
JUNIOR COLLEGES
UNIVERSITY OF CALIFORNIA

JUL 13 1984

8118 Math-Sciences Building
Los Angeles, California 90024